

**BOARD OF COUNTY COMMISSIONERS
WASHOE COUNTY, NEVADA**

FRIDAY

8:00 A.M.

JANUARY 9, 2015

PRESENT:

Marsha Berkbigler, Chair

Kitty Jung, Vice Chair

Vaughn Hartung, Commissioner

Jeanne Herman, Commissioner

Bob Lucey, Commissioner

Nancy Parent, County Clerk

John Slaughter, County Manager

Paul Lipparelli, Legal Counsel

The Washoe County Board of Commissioners convened at 9:00 a.m. in special session at the Reno Town Mall, 4001 S. Virginia Street, Reno Sparks Convention and Visitors Authority Administrative Offices/Board Room, Reno, Nevada. Following the Pledge of Allegiance to the flag of our Country, the Clerk called the roll and the Board conducted the following business:

15-0011 AGENDA ITEM 3 – PUBLIC COMMENT

Agenda Subject: "Public Comment. Comment heard under this item will be limited to three minutes per person and may pertain to matters both on and off the Commission agenda. The Commission will also hear public comment during individual action items, with comment limited to three minutes per person. Comments are to be made to the Commission as a whole."

Cliff Low said the Washoe County Board of County Commissioners (BCC) dealt with a budget in the hundreds of millions of dollars, and the BCC prioritized how those dollars would be spent. He stated there were also diverse ordinances to guide how government, people, and businesses coexisted in their daily lives. He thanked the Commissioners for the responsibility they had undertaken for all of the citizens of Washoe County.

Mr. Low stated many of the Commission's decisions affected the Cities of Reno and Sparks as well as the unincorporated County. He stated today the Commissioners would discuss serving on numerous other Boards and Commissions that each had its own mission, objectives, and revenue sources. He said because the Commissioners would share governance of those Boards and Commissions with other elected officials and sometimes private citizens, the Commissioners should remember their focus would be something other than Washoe County proper. He stated the members of the BCC comprised the Board of Fire Commissioners (BOFC) for the Truckee Meadows Fire Protection District (TMFPD) and the Sierra Fire Protection

District (SFPD), and whether the Fire Districts should have separate governance was a discussion for another day.

Mr. Low questioned whether the Commissioners would do their best job by reflecting the will of the people who voted for them or, on occasion, should they lead and substitute their judgment due to them having more information than their constituents did. He stated when the Commissioners made decisions for the Fire Districts, should the factors they took into consideration be the same as when they were acting as the Commissioners for all of Washoe County. He felt the answer to that question was no because the BOFC should consider their fiduciary responsibility to the taxpayers who provided the revenues for the Fire Districts. He said much of the time, the interests of the Fire Districts would not conflict with the interests of the entire County, which included the interests of the Cities of Reno and Sparks. He asked the Commissioners to remember that the interests of the Fire Districts were not the same as, nor did they serve, all of Washoe County. He said they were not the Washoe County Fire Districts, which it was easy for the public to be confused about. He stated even though the confusion was understandable, he felt it was unhealthy. He said if the Commission was careful to support the distinctions between the Fire Districts and Washoe County, the Commissioners would be better able to fulfil their fiduciary responsibility to the constituents of the Fire Districts, while having the potential to have overall improved relationships with their constituents in the Cities of Reno and Sparks, as well as with those City Councils.

15-0012 AGENDA ITEM 4

Agenda Subject: "Discussion on sharing backgrounds, communication styles/preferences, and preferred decision-making methods of newly elected and existing commissioners."

John Slaughter, County Manager, introduced Erica Olsen, who would serve as today's facilitator.

Mr. Slaughter said his list of expectations, slide 2, was based on discussions about the strategic planning effort with the County's employees, the community, and the Commissioners. He stated one of his goals was to create a recurring performance report on how we were doing on our goals and objectives. He noted the Strategic Management Model was developed several years ago, but bringing it to life in the organization had been hit and miss, which was another key expectation he had. He said after today's discussion, the strategic planning effort would be aligned with the budget. He stated it was not a small effort to pull these discussions together, and he asked the effort be made meaningful and relevant. He said a conversation had also been started about values and what was important to our organization.

Al Rogers, Management Services Director, said gathering the input for the Strategic Plan was started months ago. He noted a good Strategic Plan (Plan) was already in place, so we were not starting from ground zero, and great input was received from the

County's citizens, employees, Department Heads, and Commissioners. He stated the goal was to have data that would help the Commissioners make decisions more efficiently. He said if an organization was healthy, it would be successful. He stated the County's mission was about why the County existed and its values were about behavior. He said those were some of the key components they wanted everyone to reflect on as we moved through the process. He stated one of the key outcomes was the Plan's connection to the budget. He stated the Board would get a financial perspective this afternoon that would help tie that perspective to the strategic things we needed to do to be a healthy and strong organization, while providing services to the citizens in the context of what the financial resources and challenges would be moving forward.

Ms. Olsen stated an inordinate amount of data collection was done, so the Board would be super-informed about the priority choices and the policy direction they would be setting. She said the strategic planning process would be about making choices. She stated staff would be executing what they were directed to execute, so that direction needed to be very clear. She said there also needed to be consensus, which meant someone might not agree with something but could live with it. She stated next week a half-day session was scheduled with the Department Heads and the Division Directors to turn the Board's priorities into action plans and then align those plans with the budget.

Chair Berkbigler said this was a new Commission that would be moving in a new direction to try and come up with the County's Strategic Plan. She stated she would like to see the Commissioners come together as a strong team even though she understood they would not always agree with each other. She said that was okay, because they all had the responsibility to represent the County as well as their district's specific interests.

Mr. Slaughter said the team building exercise would be about getting to know each other and discussing the Commissioners' styles and preferences. Ms. Olsen stated that was important because this was a new Commission and it was important to build strong ties between the Commissioners.

Ms. Olsen said the questions the Commissioners would be asked to answer were: 1) What are the 2-3 key areas of expertise that you bring to the Commission, and 2) What is the legacy you want to leave behind. She noted the third question would be asked of both the Commissioners and their Leadership Team and was, "What declaration of possibility can you make that has the power to transform the community and inspire you." The Commissioners were given five minutes to consider their answers.

In response to Question 1, Commissioner Jung said she used data to make decisions that were strategic rather than emotional. She felt another area of expertise was economic development. She stated she started the first Regional Jobs Network in 2008 to help jump start the economy rather than waiting for things to happen. She stated she had a Master's Degree in Psychology with her area of expertise being human sexuality. She said the Health District dealt with the human perspective and helping people get motivated to make good health decisions. She stated during the recession, a true

fundamental review of the Health District was done and the cost gaps found were being closed.

Commissioner Herman stated she worked in real estate, studied water law, and was experienced in the agricultural community.

Commissioner Hartung said he agreed data was the basis for the Commission being able to make strong decisions. He stated regarding community development, he was very land-use and infrastructure oriented. He said he had been in business for years and there would be no community without economic development. He stated managed growth was the key, which meant not growing beyond the means of what we were able to serve. He said he was a proponent of community outreach and marketing, using fresh thoughts, and looking at ways to bring in and keep the younger generation in the Community.

Commissioner Lucey stated he had experience in starting and growing a business and then relinquishing them to someone else so they could be successful, which he would like to continue in the County setting. He said his focus was on the employees, the culture, and how things could be grown as a team. He stated he was a passionate mediator on certain issues, and he liked to give something to everyone rather than the whole to one person. He said he wanted to bring a positive focus to the community, so it would continue to grow.

Chair Berkbigler said she was a mediator and a contract and team negotiator. She stated she also brought to the Commission a lot of experience with economic development and with the State Legislature, and how the law impacted local governments. She said she was a team builder by nature and had a sense of humor.

In response to Question 2, Commissioner Jung said her legacy would be the way she lived her life, which was based on her belief of fair and square and everyone competing on a level playing field.

Commissioner Hartung said he believed in leaving a place better than when he was there. He stated he viewed his role as leaving the community sustainable, strong, healthy, and safe, which he saw as more of a goal than a legacy.

Commissioner Herman stated she would like to leave behind a well-managed constitutional government that was streamlined and had the people's best interests in mind. She dreamed the State's federal lands would be controlled by the people in the State and the County would be able to manage them.

Commissioner Lucey said he would like to be known as a true steward of the community, whose intentions were true and honest, and that he left the community better than he found it. He stated developing and building something new from the standpoint of policy was something he could look back on and say he played a part in doing things that were beneficial for the community.

Chair Berkbigler said she ran for the Commission because she thought she could contribute something due to her extensive financial background. She stated she hoped to leave a community that understood she cared about its citizens and the things she did were always to benefit the County and its constituents.

In response to Question 3, Commissioner Jung said her declaration of possibility was she believed in economic development. She felt the recruitment of quality businesses was most effective if the quality of life measures were those things that made people want to live here, rather than seeing how much money could be dangled in front of them. She said if people wanted to live here, they would find a way to do business here. She stated the quality of life measures included good parks, libraries, K-12, trails, a healthy community, and protecting the vulnerable.

Commissioner Hartung said he would add to Commissioner Jung's comments that people realized their community was a good place to live when they knew it was a financially sustainable community and they were not overtaxed while getting great service.

Commissioner Herman said she agreed with what had already been said. She stated she hoped to be instrumental in protecting the area's water resources, which was very important, along with the agricultural community, because that community might be what would feed us in the future. She stated she would also represent the people and protect their constitutional rights.

Commissioner Lucey said the major issue facing the Commission had already been covered. He stated he would like to create a culture between the Commissioners where they worked as a team, which would be more effective than if they worked as individuals. He said there needed to be the mindset that we were in it for the benefit of the community. He stated he would like the Commission to be rebranded as being effective going forward instead of just making policy that did not help or effect anyone else.

Chair Berkbigler stated she agreed with what everyone said. She felt protecting citizens' rights was very important. She said she would like to see this Commission bring in other groups, such as Storey and Lyon Counties, in a true regional collaboration; because they had a big interest in Washoe County's economic development growth. She stated she would like to see the Commission continue to reach out to our economic partners to develop a good working relationship in Northern Nevada that allowed us to compete fairly and to be fairly treated at the Legislature. She hoped there would no longer be any negative competition between Northern and Southern Nevada, but a positive competition that acknowledged that we were both growing in different ways.

Commissioner Lucey said he would like to change the perception of Washoe County and Northern Nevada as an area of economic growth and no longer just

an area focused on gaming and tourism. He stated Southern Nevada should no longer dictate the State's direction, but Northern and Southern Nevada should be unified going forward.

Mr. Slaughter said in his 28 years with the County, he had observed the County was viewed as a backseat participant in a lot of what happened in the region. He felt Washoe County had what it took as an organization and a Board to be able to provide the leadership necessary to be the social, economic, and political force in Nevada and in the Western United States. Commissioner Hartung said that was already being proven by Apple and Tesla coming to the area due to the realization of what a hub this area was. Chair Berkgigler agreed. She said much of the Commission was new and the senior staff was also relatively new, which gave us the opportunity to go out and show what we could do. Commissioner Jung felt the time was right for the County to rise up and become what we wanted to become, because the County was not financially constrained like the Cities of Reno and Sparks were.

Kevin Schiller, Assistant County Manager, said in response to Question 3, he had the opportunity to develop the power of collaboration and relationships, which he was fully invested in moving forward.

Joey Orduna Hastings, Assistant County Manager, said she had worked in all three branches of government, and government should be easily and equally accessible to everyone. She stated processes had to be leveraged and streamlined for the people that had to use them.

Al Rogers, Management Services Director, he said he would take his experiences as a teacher and working at the City of Reno and Washoe County to build the teams. He felt it would be limitless what could be done to support the Commission and to make this community awesome.

Nancy Lebnhagen, Communications and Engagement Manager, said this place was beautiful, and she wanted to tell our story to the world. She stated her team would be the gateway to do that.

Commissioner Hartung said Washoe County had been phenomenal in doing more for less. He stated people loved to come to a place that was well run and ran lean. He thanked the employees, because they wanted to stay with the County even though they knew they were making less than they could at other entities. Commissioner Jung said the entry level employees made substantially more money than those at the Cities, but the executive and higher-level employees made substantially less based on data that came out of the salary studies done prior to the recession.

Commissioner Lucey said the County learned how to run lean in a very efficient way. He stated there was always the sentiment that we were striving to do better, which he felt was a positive thing.

Commissioner Jung said the Commission was the first body in the State that decided to move forward with policy and County Code changes to deal with the medical marijuana establishments, which was forward thinking. She felt that should be touted because the County recognizing a market need and not chickening out or saying, “not in my county” was tremendous to young entrepreneurs.

Chair Berkbigler said she liked the term, “forward thinking,” because that statement best expressed what we as a team were looking at doing. She stated we wanted to be the leader in Northern Nevada and in the Western United States and being forward thinking allowed us go in that direction. She believed there would be a number of issues coming up in this Legislative Session, which would give us the opportunity to really shine.

Chair Berkbigler and Commissioners Jung and Hartung indicated the best way to contact them was by texting or calling. Commissioner Herman stated she preferred getting a phone call and texting her would be her second choice. Commissioner Lucey said he had no preference but, if he was in his office, just stop by and talk to him.

There was no public comment or action taken on this item.

10:25 a.m. The Board recessed.

10:30 am. The Board reconvened.

15-0013 **AGENDA ITEM 5**

Agenda Subject: “Discussion and possible action with regard to appointment and reappointment of Commissioners to boards and commissions, alteration of terms of service on boards and commissions where legally permissible.”

John Slaughter, County Manager, said the Commissioners appointments to boards and commissions were reviewed usually in January and June/July of each year. The chart showed the current appointments and whether the appointment was as the primary or the alternate. A copy of the current Board and Commissions Appointment Chart was placed on file with the Clerk, along with copies of the boards the Reno and Sparks City Council members sat on.

Mr. Slaughter said a term could be set by this Board, by statute, by ordinance, or the board or committee this Board was appointing to could have a bylaw or regulation that set the term for that body. He stated in that case, this Board would be bound by those rules. He said for some boards, an ordinance or statute determined which Commissioner would be appointed. He noted some of the boards had liaisons rather than participating members. He advised alternates were only allowed if whatever ordinance or statute that formed the board or commission allowed alternates, which the chart depicted.

Commissioner Jung said a couple of edits needed to be made to the chart. She stated the Action Communities for Health, Innovation, and Environmental Change grant ended and that committee terminated. She said the Oversight Panel for School Facilities terminated due to all of the bonds being spent. Mr. Slaughter said that Panel was statutorily required. Commissioner Jung stated only while the bond existed. Mr. Slaughter said he would have Legal Counsel check into it, but that appointment could be set aside until there was a need to appoint someone to it. Commissioner Jung agreed.

Commissioner Hartung said when making the appointments, it would be important to consider the meeting times of the boards in case they overlapped. Commissioner Jung felt having two meetings at the same time would be a terrible disservice in terms of representing the County's perspective and a huge disservice to the County's taxpayers, especially if only one Commissioner was serving on the boards. She said if a Commissioner was not serious about attending the meetings do not take the appointment. She stated attending the meetings was about communicating what the Board indicated its position was, and not what the Commissioner's personal stance was. Chair Berkbigler said it was important the Commissioner was representing the Board's interests and would bring back to the Board what the interests of the Board or Committee were.

During the discussion on the District Board of Health appointment, Commissioner Jung stated there had been some thought of reconfiguring the Board because the County funded more than 50 percent of it. She stated the rest of the District's funding came from grants, fees, and fines. She said she was often frustrated that there were four citizens on this Board. She stated she found citizen board members were more afraid to take risks than elected officials and they could not stand receiving negative feedback. She felt if the County was funding more than 50 percent of the District, the County should indicate what configuration they wanted to see on the Board. Commissioner Lucey said he agreed. Commissioner Jung said she did not love citizen boards when dealing with tax dollars, because the citizens faced no repercussions for anything they did, while an elected official could be voted out of office. Commissioner Lucey recommended the County reassess its involvement with the District Board of Health. Commissioner Hartung noted the County's representative on that Board was a restaurant guy, and he had no interest in emergency medical services. He said he would rather see elected officials on the Board, because they would not be representing any particular segment of the community.

When discussing the Economic Development Authority of Western Nevada (EDAWN), Commissioner Hartung asked what the financial responsibility would be if the County had another seat on that Board. Mr. Slaughter said the County funded about \$45,000 and the Cities of Reno and Sparks funded about \$100,000 each, but he did not believe the funding was tied to the number of seats. Chair Berkbigler said it was not and the elected officials were non-voting members of EDawn. Mr. Slaughter said there had been an agreement with EDawn to open up one seat for the managers of the Cities and the County, which was rotated yearly.

Mr. Slaughter noted the County also participated in the Western Nevada Development District (WNDD) and the Regional Jobs Network. Commissioner Jung felt the same person should participate in all three boards. Chair Berkbigler said she disagreed due to a number of the Commissioners having economic development experience, and there would be some advantage in having a different perspective. She felt a discussion on economic development should be put on the Board's agenda more often, so the Board could get better feedback about what was going on at the various boards. Commissioner Hartung asked about the Smarter Region Subcommittee. Mr. Slaughter said that was another economic development effort, and information about it would be presented at next Tuesday's Board meeting.

During the Nevada Association of Counties (NACo) Board of Directors discussion, Mr. Slaughter said as the second largest contributor to NACo, the County was allowed a second seat subject to the NACo Board's approval, which they would do if that was what the County wanted.

Mr. Slaughter said the Nevada Land Task Force would go away in June unless it was reauthorized, which was not anticipated to happen. He stated if it was reauthorized, it would be brought back to the Board to see if Commissioner Hartung would continue as the County's representative. Commissioner Hartung felt Commissioner Herman would be the better person to participate if it was reauthorized, because they would be looking at different issues that were turned into the Legislature.

Mr. Slaughter said the makeup of the Organizational Effectiveness Committee was being looked at, which was an advisory board to the County Manager. Commissioner Jung believed that Committee should evaluate business plans and proposals.

Chair Berkbigler felt there would be an advantage to have Commissioners who were directly impacted by the Reno-Sparks Convention and Visitors Authority (RSCVA) sit on the Board, which could apply to Commissioners Jung, Lucey, and Hartung. Commissioner Jung said the RSCVA was funded wholly by room taxes, and her district encompassed the entire downtown core and Commissioner Lucey's district contained the Atlantis and the Peppermill. She felt what was best for the constituents in those areas should be represented. Commissioner Lucey agreed that both his and Commissioner Jung's districts were affected by the properties within them, and a number of the issues for the RSCVA would be from their two districts.

Commissioner Hartung said there were a number of things going on out in the East Truckee Canyon that had to do with the RSCVA, as did Hot August Nights. He stated he wanted to serve on the RSCVA for the last two years, and he had been working on a number of new race facilities for quite some time. He suggested basing the selection on seniority.

Chair Berkbigler recommended appointing Commissioner Jung. She said she would leave it to Commissioner Hartung and Commissioner Lucey to decide who

would be appointed to fill the remaining seat. Commissioner Lucey said because he really believed in teamwork, he would acquiesce to Commissioner Hartung. Commissioner Jung felt his doing that would be a complete disservice to Commissioner Lucey, because he ran for office with the full backing of the two largest properties and room tax payers in the County. She stated the job of the RSCVA policy board was to make recommendations on how to use those room taxes. She said she would acquiesce to Commissioner Lucey, because she felt it would be fairer. She stated Commissioner Hartung was clear he wanted to be on the RSCVA, but so had Chair Berkbigler. She said Incline Village also had room taxes that were represented. She stated she would acquiesce, but it should come back in six months so we could see how the rest of the RSCVA Board felt as well.

Chair Berkbigler said regarding the Senior Services Advisory Board, she felt Commissioner Herman would bring the seniors in the rural areas of the County representation that they had never had before. Commissioner Hartung said he would like to be the Alternate because there was a Senior Center in Sparks that was underserved. He stated he and the Assistant County Manager had worked on fixing some of the issues that were a by-product of the economy.

After the discussion, the following chart depicted the appointments to each board or commission:

Board/Commission	Commissioners
Community Assistance Center Transitional Governing Board	Commissioner Jung
Criminal Justice Advisory Committee	Chair Berkbigler – Primary and Commissioner Herman – Alternate
Debt Management Commission	Commissioner Lucey
District Board of Health	Commissioner Jung
Economic Development Authority of Western Nevada (EDAWN)	Commissioner Jung – Primary and Commissioner Lucey – Alternate
Internal Audit Committee	Chair Berkbigler
Investment Committee	Chair Berkbigler and Commissioner Hartung
Legislative Liaison	Chair Berkbigler
Library Board of Trustees	Commissioner Jung
Medical Marijuana Working Group	Commissioner Jung
Nevada Association of Counties (NACo) Board of Directors	Commissioner Herman and Chair Berkbigler
Nevada Commission for the Reconstruction of the V&T Railway	Commissioner Hartung – Primary and Commissioner Lucey – Alternate
Nevada Land Transfer Task Force	Commissioner Hartung
Nevada Tahoe Conversation District Board of Supervisors	Chair Berkbigler
Nevada Works	Commissioner Herman – Primary

Board/Commission	Commissioners
	and Commissioner Jung – Alternate
Open Space and Regional Parks Commission	Commissioner Herman
Organizational Effectiveness Committee	Chair Berkbigler
Verdi Water Service Oversight Advisory Board	Commissioner Herman
Regional Jobs Network	Commissioner Jung
Regional Planning Governing Board (RPGB)	Commissioner Lucey, Commissioner Hartung, and Commissioner Herman
Regional Transportation Commission (RTC)	Commissioner Lucey and Commissioner Hartung
Reno-Sparks Convention and Visitors Authority (RSCVA)	Commissioner Lucey and Commissioner Hartung
Senior Services Advisory Board Liaison	Commissioner Herman – Primary and Commissioner Hartung – Alternate

11:42 a.m. The Board recessed prior to discussing the Smarter Region appointment.

11:50 a.m. The Board reconvened with all members present.

Mr. Slaughter said a request would have to be made to the Western Regional Water Commission for Commissioner Lucey to be appointed as the South Truckee Meadows General Improvement District (STMGID) successor. Chair Berkbigler understood there might be someone else who wanted the STMGID appointment, but she felt it should be someone from the county.

Commissioner Hartung asked if that would cause any issues because there would be a quorum of the Commission. Paul Lipparelli, Legal Counsel, said that situation existed for the Regional Planning Governing Board and others. He felt if the Legislature or the bodies who created bodies built that sort of conflict in, it was not a problem. He said as always, whether the Commissioners were serving on a separate board or not, anytime three Commissioners got together to talk about County business, that should be on an agenda of the public meeting. Mr. Slaughter said Commissioner Lucey's appointment was not a given, but a letter could be written that strongly urged that appointment be made. Chair Berkbigler felt it should be a County person, because the majority of the STMGID issues were within the County, rather than being within the area of one of the other elected bodies.

The Board made the following additional appointments:

Board/Commission	Commissioners
Smarter Region Economic Development Vision Subcommittee	Commissioner Lucey – Primary and Chair Berkgigler – Alternate
State Land Use Planning Advisory Council (SLUPAC)	Commissioner Herman
Tahoe Regional Planning Agency	Chair Berkgigler – Primary and Commissioner Lucey – Alternate
Nevada Tahoe Regional Planning Agency	Chair Berkgigler
Tahoe Transportation District Board of Directors	Chair Berkgigler – Primary and Commissioner Lucey – Alternate
Tahoe Transportation Commission	Chair Berkgigler
Truckee Meadows Water Authority Board	Commissioners Herman and Hartung – Primary and Commissioner Jung – Alternate
Truckee River Flood Management Authority	Commissioner Lucey and Commissioner Hartung
Washoe County Stadium Authority	Chair Berkgigler and Commissioner Jung
Western Nevada Development District (WNDD)	Commissioner Jung
Western Regional Water Commission	Commissioner Hartung, Commissioner Herman is the TMWA appointee, and Commissioner Lucey is the STMGID Successor

Mr. Slaughter said staff would compile the list of appointments and would bring it to the January 13, 2015 Board meeting for approval.

Chair Berkgigler thanked everyone for working together as a team to resolve some of the more contentious issues.

There was no public comment or action taken on this item.

15-0014 AGENDA ITEM 6

Agenda Subject: “Discussion and possible action with regard to amendment, additions to and/or repeal of the 2012 Washoe County Board of Commissioners Rules and Procedures, and such other action as the Board of Commissioners may desire to take in regard to these administrative matters.”

John Slaughter, County Manager, reviewed the proposed changes to the Board’s Rules and Procedures, which was placed on file with the Clerk. He stated a revised version of the Rules and Procedures would be brought to the Board on January 13, 2015 for approval.

There was no public comment or action taken on this item.

The Department Heads, Elected Officials, and Commissioners Lucey and Herman introduced themselves.

12:05 p.m. The Board recessed.

1:24 p.m. The Board reconvened with all members present.

15-0015 AGENDA ITEM 7

Agenda Subject: “Strategic Planning Discussion: The purpose of the Strategic Planning Workshop is to discuss and possibly give direction regarding strategic objectives and goals of the Washoe County Commission, which may include, but not be limited to review, discussion and possible direction to staff regarding: Washoe County’s Strategic Planning process, current state of Washoe County and Community, the Washoe County mission, vision and values, strategic issues affecting County government and County services, Washoe County’s Strategic Objectives, and Washoe County’s Short-Mid Term goals.”

Erica Olsen, Facilitator, recapped the morning’s activities. She said a question was asked about what declaration of possibilities could be made that had the power to transform the community. A few big themes that emerged were the County was forward thinking, wanted to be a leadership force in Nevada and in the Western United States, wanted to change the perception of who the County was globally, the idea of commitment to limitlessness, being proud of the County’s financial stability, and continuing to be stewards of the community’s resources. She said we were proud of being accessible to everyone, representing the people, running a lean and well run organization, using the power of collaboration internally and externally, and supporting well managed growth. She said the high quality of life indicators were libraries, parks, education, trails, healthy community, and protecting the vulnerable.

Joey Orduna Hastings, Assistant County Manager, said financial intelligence meant how aware we were of the information before us, what data did we use, was the necessary data available to match up the financial challenges with every day operations, was the budget something done once a year or throughout the year, and did SAP produce the financial information necessary. She reviewed slide 22 in the Washoe County Finance and Budget Review PowerPoint presentation, which was placed on file with the Clerk under Agenda Item 5. She noted the County’s financial confidence was better than it had been in past years, and the budget for Fiscal Year 2016 was relatively flat. She said the degree of growth that could be managed under the new normal had to be revisited. She stated during the economic downturn, big-ticket public works items were delayed, which meant buildings were in great need of refinement and maintenance. She stated that would have to be revised going forward, along with the our recreational and cultural needs.

Ms. Orduna Hastings said most of the County's revenue came from property and sales taxes, which was shown on slide 24, while slide 25 showed the revenue compared to the expenditures. She said the questions on slide 26 should be asked while you worked on your department's budget, and slide 27 listed some assumptions and risks that should be considered during the strategic planning and budget planning processes. She stated the County was aware it would be challenged with unfunded mandates and indigent services during the upcoming Legislative Session. She said another consideration would be how would the Governor's focus on taxes impact the County, and she reviewed the remaining risks facing the County.

Ms. Orduna Hastings said there were several upcoming financial projects shown on slide 30. She stated Al Rogers, Management Services Director, and his team would be working with the departments and the Commissioners to identify their priorities, but first the County-wide Cost Allocation Plan (COWcap) numbers had to be considered. She said it had to be determined if SAP still met the County's needs and did the County's policies support the growth of the ProCard program. She stated due to a 2002 federal requirement, the County had to update its internal control roles and authorities.

Paul McArthur, Comptroller, stated most of the information he would be presenting was historical, which would help the Board plot the future. He said much of the County's revenue was from property taxes, which had grown 4 percent year-over-year. He stated the new normal was the point where revenues were not declining anymore. He said the revenue coming in was looked at to determine what amount could be distributed. He said 42 percent of the County's revenue was related to real estate and slide 24 showed some of the most violent property tax movement in the last 50 years. He noted the people during that time had to make tough decisions. He stated his role was to present a number in relationship to other numbers, which would help predict the future and put a probability to that future. He said the property tax revenue had been and was now \$170,000, but it might not get back up to \$207,000. He stated we were looking at marginal growth in line with inflation, which would be under 2 percent.

Mr. McArthur said the sales tax bottomed out at \$149,258 and was now at \$168,204. He stated the property tax lines and the sales tax lines were intersecting at this moment, but they were very much in contrast during 2010. He said the 2010 real estate had a lag to it, which needed to be understood. He stated any real estate boom caused by Tesla would not be seen in the first 18 months. He said out of all of the Nevada counties, Washoe County had significantly higher revenue from its property tax.

Mr. McArthur stated after the County paid for debt and before paying for capital assets (big-ticket items), slide 25 showed the expenses and the revenue available to run the County, which did not include the Enterprise funds or the fiduciaries, but just the active government. He stated that gap was approximately \$75 million dollars in 2005-06, which meant there were resources available. He said real estate used to be the most predictable source of revenue for government, because it always went up; but during the

recession it went down. He stated as the revenue went down, difficult choices were made to reduce labor and discretionary spending, especially the big-ticket items.

Mr. McArthur noted slide 33 showed how the pie was divided by percentages. He reviewed the County's public safety expenditures shown on slide 24 and its welfare expenditures on slide 35, which had both trended up over the last 10 years.

Mr. McArthur said the County had a very strong S&P rating on its debt, which meant the County did not have to sell itself, but allowed us to ask what it would cost to issue the debt. He stated the County's total debt was currently below 1.5 percent, which was \$160 million at CD rates of 166 basis points. He said the County had refinanced its debt, because the County was a saver and not a big borrower. He stated regarding the County's financial confidence, the County's debt ratings were good and the General Fund balance (slide 36) and cash position were improving. He said even so, the \$46 million General Fund balance barely covered one month of operation for the County.

Mr. McArthur said when decisions were spread over 10 years, they began to provide insight, and his role was to help people understand what the numbers meant. He stated the General Fund and cash increases were relative to the decisions made. He said the baseline operations did not change from 2013 to 2014 (slide 25) and revenue went up \$6 million. He stated if the County spent the same amount in capital as it did the year before, the General Fund would have gone down \$3 million, so it was relative, and this information helped the Board.

Al Rogers, Management Services Director, said the top four General Fund indicators (slide 38) were established about six years ago. He stated they were monitored, but were not necessarily managed or had set policy to guide us in making budget decisions. He said the Ending Fund Balance was set by Board policy to be between 8 and 10 percent. He stated like most government agencies, most of the County's cost was tied up in its labor force. He noted the normal ranges were set up by Finance and were the best practices on what an agency should use for parameters. He noted the Capital and Infrastructure percentage showed dollars were not being spent on infrastructure items.

Mr. Rogers said a budget team would be in place in the next few weeks, and he reviewed the budget process timeline shown on slide 39. He stated it was anticipated the Legislative session would have a big impact in terms of the unknown. He said even though dates were mandated by the State, the budget process itself was very flexible. He stated the team was looking at the process from a new perspective in terms of looking to the departments and the fiscal key people to say if there was a better way to go through the budget process.

Commissioner Jung said she was excited to hear the budget process did not have to be done the way it was always done. She stated she hoped the opportunity to make the process less painful and time consuming would be taken advantage of.

Commissioner Hartung asked for a definition of risk and was there a way some sort of indemnification could be put in to minimize those risks. Mr. McArthur said that was called a false positive and a false negative. He stated the highest exposure to any organization was a false positive, which was when it was believed real estate would go up 3 percent and it was actually flat. He stated on \$170 million, 3 percent would represent about \$5 million. He said if it was projected in Fiscal Year 2016 that the financial risk to the County was that real estate would not meet the \$5 million increase, the alternatives would have to be evaluated somewhere in mid-year. He stated being overly optimistic or overshooting revenue was probably the highest model of risk. He said one of the lowest forms of risk was overshooting expenditures. He stated that type of risk was internal but there were also external risks.

Commissioner Hartung said he was talking about the risk of aging infrastructure and for emergency management due to an earthquake. He stated what would happen to the County if an earthquake knocked out a lot of the County's infrastructure. Mr. McArthur said the County staff recently participated in a Federal Emergency Management Agency (FEMA) exercise. He stated one of the best things about an event was it would be known to everyone, and the community would have to reevaluate what their Fiscal Year would be. He said mitigating that risk would be difficult. He stated systematic risk would be if a double-dip happened and all communities across the country would have that risk due to them all facing a similar event. He said a non-systematic risk would affect an area, such as the Napa Valley earthquake, but was isolated to one person or situation. He said systematic risk would necessitate corrective action in the next year and non-systematic risk meant the community would have to react to it.

Commissioner Hartung said it was tough to distinguish between wants versus needs. He stated recently a system was replaced, which would produce a higher quality product that would better serve the County's citizens at a cheaper cost. He stated from a financial perspective, the County could become more efficient by taking the system replacement from the wants to the needs column. Ms. Orduna Hastings said data was used to make that case.

2:10 p.m. The Board recessed.

2:15 p.m. The Board reconvened with all members present.

Ms. Olsen said each Department Head/Elected Official would be given two minutes to discuss the impacts to their department's budget they saw coming over the next 12-24 months.

Each Department Head/Elected Official reviewed their department's budget impacts and whether the impact was in the current budget and work plan, was an above base impact, was above base and would affect other departments, and when the impact was expected to occur. A copy of the slides showing those impacts was placed on file with the Clerk.

Chair Berkbigler asked how merging Juvenile Services and Senior Services in 2016 would change the projections. Kevin Schiller, Assistant County Manager and Acting Head of Social Services, said the whole intent of the integration into a Human Services Agency was to maximize the indigent dollars for indigent seniors. He stated the merger would have a direct impact on seniors and keep the federal dollars flowing. Commissioner Hartung asked if efficiencies would be gained by combining those departments. Mr. Schiller said an administrative efficiency would be gained and maximizing the dollars would allow reorganizing to meet the growing needs of the senior population. Commissioner Hartung asked if that would allow the County to react to issues that were on the horizon, such as Alzheimer's and dementia. Mr. Schiller said data needed to be gathered at a department level, which would allow the County to go out and apply for more federal grants and make good decisions.

Don Cavallo, Public Administrator, said when someone died within the County, the Public Administrator received a referral. He noted they also got referrals from family members, attorneys, and the District Court. He stated some of the people could have extensive holdings, and he discussed what had to be done if they owned a home or held property in multiple states. He stated the Public Administrator's work was driven by Nevada Revised Statutes (NRS), and he needed the staff to be able to handle the required paperwork, otherwise meeting the NRS requirements were impossible. He said he could get extensions through the State, but could not at the federal tax level. He stated he needed one FTE.

Chair Berkbigler asked how Jennifer Lunt, Alternate Public Defender (APD), knew the criminal case load would increase in Fiscal Year 2017. Ms. Lunt said it was an educated guess based on the last eight years of data. During the recession, jail bookings went down, criminal and court filings went down, and case filings with the ADP went down contrary to predictions. She stated it was felt that was due to having 100 fewer law enforcement personnel on the street, which led to fewer arrests. She said while the numbers decreased they did see an increase in the more serious crimes.

LuAnne Cutler, Registrar of Voters, stated there were some things the new Secretary of State had in mind, which might have a direct financial impact on the department. She said they would not know what those impacts would be until she had a chance to meet with the new Secretary of State. She believed any Legislative impact would be funded, because many of the counties within the State did not have the financial backing Washoe County had.

Commissioner Hartung noted the paperless ballot would be going before the Legislature again this year, and would that be beneficial for the Registrar of Voters. Ms. Cutler replied it would be beneficial. She stated 225,000 sample ballots were sent out, but 20,000 to 40,000 of them never reached their destination. She said if a voter could go online to view their sample ballot, it would reduce costs. Commissioner Hartung asked if initially it would require more staff. Ms. Cutler advised it would depend on how

online sample ballots would be implemented. She stated if people had to be notified by e-mail their sample ballot was available, it would create a lot of extra work.

Commissioner Hartung asked Eric Crump, Community Services Operations Division Director, if leasing vehicles would be an option. He noted the District Attorney's Office recently determined it would be cheaper to lease their vehicles. Mr. Crump replied a lot of options were being looked at, and they had been leasing vehicles though the Sheriff's Office for quite some time. He said leasing made sense in some areas, but not in others.

Nancy Parent, County Clerk, said it was discovered recently that stored microfilm was deteriorating. She stated the microfilm reels need to be restored and converted into something that would be sustainable for the future. Commissioner Jung asked if there was a deadline on doing that. Ms. Parent said it was not so much having a deadline, but was about the records deteriorating. She stated she was working closely with the Recorder in determining what the best practice would be going into the future.

Kevin Dick, District Health Officer, said a Community Health Assessment was just completed. He stated a Community Health Improvement Plan would be developed, which would engage organizations across the County to develop a plan to address the many needs in the community that were identified during the Assessment. He said he met with the Federal Reserve Wednesday afternoon, and noted they were working with the Robert Wood Johnson Foundation, and potentially had \$1.2 to \$3 million of grant funding that might be available in early calendar year 2016. He said that would require a \$100,000 to \$300,000 investment on the County's part, and he encouraged the Board to have the funds available to secure that grant funding. He stated the money would not necessarily have to be from the Health District, because it was a wide-ranging project.

Grady Tarbutton, Senior Services Director, stated Senior Services was primarily grant funded. He said the federal and State grants had remained the same or dropped over the past several years, while demand for services increased. He stated they were trying to increase Senior Services footprint in the community, so the services available at the Senior Center at 9th Street and Sutro Street would be available at other centers. He said all of the impacts could be mitigated to a degree by how the integration of Senior and Social Services was done.

Chris Hicks, District Attorney (DA), noted the DA's Office had seen an increase in elder-abuse cases with the increase in the senior population, which was something the DA's Office had to be prepared to handle.

Frank Cervantes, Juvenile Services Director, noted a lot of Juvenile Justice bill draft requests (BDRs) were pending.

Arnie Maurins, Library Director, said the Library's expansion fund would run out in 10 years. He stated the spending from that fund needed to decrease so the balance could be increased, which would allow doing some expansion related work.

Dr. Ellen Clark, Chief Medical Examiner/Coroner, said the new facility should be completed by 2017, but recently a potential budget deficit was identified in the construction costs for the facility. She stated creative ways of funding that deficit were being looked at, along with determining wants versus needs. She said the goal was to plan a facility that would be sufficient for a minimum of 10 years.

Jeremy Bosler, Public Defender (PD), said the new Conflict Policy would mean his office would be keeping 600 plus cases, which included felony sexual assaults and murders. He stated those additional cases could not be handled by the existing staff. He said it was hoped the new Conflict Policy would result in a net decrease in the cases going to the Alternate Public Defender (APD) and to the tertiary group. He stated a net increase in general cases was also projected, which the PD's Office did not have the resources to deal with. He advised the loss of grant funding would also impact the PD's Office.

Joey Orduna Hastings, Assistant County Manager and Interim Chief Information Officer, said the Technology Services Department included support for radios and maps, and also provided support for the County's regional services in collaboration with other entities. She said the Department wanted to work closely with the other departments to understand their technology needs to make sure the Department could provide support. Commissioner Jung felt the departments should provide more input to Technology Services on what they needed going forward, rather than Technology Services thinking one size fits all, which it did not.

Susan DeBoer, Public Guardian, stated half of the Department was eligible to retire in the next five years. She said those retirements needed to be aggressively planned for due to the average training of a new guardian taking from 18 months to three years.

John Slaughter, County Manager, said there was an increase in demand for information from the public and the media, and the focus would be on getting the information to the public. He said doing that would be helped by the changes being made to the County's website and to Washoe County Television. Commissioner Jung asked if costs could be recouped due to the deadlines being missed in upgrading the County's website. Nancy Leuenhagen, Communications and Engagement Manager, said some of the delays had not been due to the architect of the web site, but due to the content management system.

Commissioner Hartung asked if a few people would input data into the content management system or would it be left to the departments. Ms. Leuenhagen said every department had a designated web person to enter the data, which was one of the reasons it had taken so long to convert the data from the old web site to the new web site.

She stated those individuals had been receiving training on content management over the last several months, which also contributed to the lengthy rollout.

Chair Berkgigler said there had been discussions on improving customer service. Mr. Slaughter said that would be looked at separately and was a specific reference in his Manager's goals.

Kevin Schiller, Assistant County Manager and Animal Services Acting Director, said there were a lot of issues around services levels and reorganizing to increase those levels. He stated there were many impacts from a Code perspective and the community side. He said one example was how would cases be prosecuted and how did we collaborate and work better across department lines. He stated he and the I-11 were already working on those issues, which might result in an above-base request or might also be covered by what was in the dedicated fund. Commissioner Jung said she would oppose transferring any money from the General Fund to Animal Services.

Chuck Allen, Sheriff, said one above-base request was due to the serious deficiency with the locks in the jail, which could cost \$4.5 million to fix. He stated another above-base request might require additional staffing for the dispatch center, depending on the resolution of the issue with the City of Reno regarding the forensic services/dispatch center agreement. He said 106 positions were lost during the recession and since then six new deputies had been added, but eight people would be retiring at the beginning of this year. He said that meant they were constantly behind. He stated out of 200 applications, only eight were qualified to be a Deputy Sheriff, which was an ongoing problem. He said he wanted to rebuild the Reserve Deputy program, which would incur an above-base cost for uniforms and equipment of approximately \$90,000 in addition to the cost of training. He stated the Reserve Deputy Commander would be at no cost to the County and would be instrumental in building that team. He said even though there would be an initial cost to the County, the return on investment for that program would be substantial.

Commissioner Jung asked if there was a contract that indicated call taking was to be used in lieu of paying for services from the forensic lab. Sheriff Allen understood it had expired at the end of the year, but he had not seen it. Commissioner Jung said the Board would love to see it.

Commissioner Jung asked if Sheriff Allen would be asking for eight more positions. Sheriff Allen said the positions where people were retiring were current positions, but there might be a request for additional positions. He stated they were looking at diverse ways to recruit people and looking for talent in different areas. Commissioner Jung asked if scoring people higher who were former military was being looked at. Sheriff Allen said that was done at the State, and men and women with prior experience in the military were very viable candidates to law-enforcement organizations.

Tami Davis, Treasurer, said the impacts shown on her department's slide were incorrect and should reflect a need for staff and the need to stay up-to-date with

technology. She said they continued to work on reorganizing the department, but fewer people were doing more, which impacted their work. She stated they were able to meet their mandates, but additional things had been delayed that were important and impacted our citizens. She said it was hard to do succession planning when all that could be done every day were the things that had to be done. She noted there were also 60 BDRs pending in the Legislature that could affect the Treasurer's Office, but those impacts might not be known until the end of the session. She stated the Treasurer's Office had been leaning heavily on technology and that infrastructure needed to stay up-to-date, which meant there would be a cost involved.

Commissioner Hartung asked if there had been an increase in errors due to the reduced staffing levels. Ms. Davis said the focus was on getting the work done, so they had not been tracking errors. She stated a new system was being implemented that would give them a better ability to track problems. She said they were shifting from manually handling payments to electronically handling them, which allowed staying at the current staffing levels, but required more auditing and tracking for errors and more backend quality control. She said that was shifting what needed to be done, but not necessarily replacing it.

3:18 p.m. The Board recessed.

3:27 p.m. The Board reconvened with all members present.

Ms. Olsen noted the County's Mission Statement was on page 9 of the *Washoe County Fiscal Year 2016 to 2018 Strategic Planning Briefing Book*. She said 60 percent of staff said the Mission Statement resonated when asked about it during the employee survey. She said the Department Heads' recommendation was to keep the Statement the way it was. She asked if the Board had any comments, and there was no response. She said the recommendation regarding the Values Statement, shown on page 10, by the Department Heads and the Leadership Team was it was too long. She stated today was not about actually shortening the list, but whether that would be the Board's recommendation. She said if that was the recommendation, it would be worked on next week and would be brought back to the Commission for consideration.

Commissioner Lucey agreed the list should be shortened. He said some of the forward-thinking models discussed earlier today could alter this Value Statement, which was important because it provided the County's employees with direction.

Commissioner Hartung said the summary of feedback did not show the County as a regional leader in a number of places, such as health and human services, forensics, the jail, and emergency management. He stated the Value Statement should indicate the County understood it had to take a leadership role in certain key areas. Ms. Olsen said she drafted a few strategic objectives that went hand-in-hand with the Mission and Values in terms of providing a framework for the County's strategy. She stated one of the statements she pulled forward from this morning's discussion was the notion of regional leadership being a long-term strategic objective, which would be one of the areas

of focus. She stated it could be added to the Mission Statement, but she felt it should be in the top part of the plan for sure.

Chair Berkbigler suggested putting that together and providing it to the County Manager to bring back to the Board. Mr. Slaughter said the Department Heads would be getting together to discuss a couple of things and then that would be brought to the Board during a future meeting. Commissioner Hartung stated the point was recognizing the County had a leadership role in key areas.

Commissioner Lucey said the Commission was rebranding itself as was the County, which he felt should be a strong point in going forward. He stated we should take our successes and fix our mistakes, so we could move forward as a different and better County. He said our Mission and Value Statements should reflect that.

Ms. Olsen said the Commission's leadership role would be added into the suggested revisions, as well as bringing the suggested values back for the Commission to consider.

Ms. Olsen stated page 21 of the *Briefing Book* listed the current strategic objectives: 1) sustainability of our financial, social, and natural resources; 2) economic development and diversification; 3) safe, secure, and healthy communities; 4) public participation and open, transparent communication, and, 5) valued, engaged employee workforce. She said the strategic objectives would provide the County with the framework to build action plans, align resources, and so on. She stated ideally the strategic objectives would be for the life of the three-year plan. She said the leadership team was looking for guidance on what the big strategic areas of focus were. She stated based on that, she would ask where the Board would like to see the departments and staff prioritize efforts over the next 12-14 months.

Ms. Olsen said based on all of the input received and this morning's discussion, themes bubbled up. She said the word-smithing could be done later, and she suggested the Board change the first objective to, "Stewardship of financial, natural, and infrastructure." She said, "Economic development and diversification" was on everyone's mind. She stated, "Safe, secure, and healthy communities" was a theme that came out this morning. She said she just drafted, "Regional and community leadership." She stated there were all sorts of priorities towards, "Engaged, valued workforce and invested in succession planning." She stated the leadership team needed to walk out of today's meeting with some guidance on what the big areas of focus should be to help build the plan.

Commissioner Jung said she had been reflecting on what Commissioner Lucey said about changing some of the objectives, and she felt they were still relevant. She felt the difference was they had not been at the front of everyone's mind. She said not being able to remember our values was an issue, because how could anyone be expected to integrate them. She said we had not done a good job with connecting our strategic plan, our values, our mission, and our budget all into one thing. She stated all of

this information was put together and then it was put on a shelf and never looked at again. She said we had to be accountable to this.

Commissioner Lucey said accepting what we had was not his issue. He stated he knew when you breathe fresh air and life into something, if it was well accepted by the masses, it would move forward. He said if it was convoluted and a little too much, you could get lost. He said his suggestion was to condense and streamline the values.

Mr. Slaughter noted a slight but very significant change was sustainability to stewardship, and stewardship was more of a leadership-type activity. He stated regional and community leadership really resonated more than saying we would communicate with our community. Chair Berkbigler agreed that regional and community leadership was really important. She stated when the fire divorce was happening, there was a limited amount of exposure about the County's side of the issue, even though the County had done such a superb job of coming out the other side and putting together a fire department that was workable for the County and for its constituents. She felt the County did not get the regional exposure it should have gotten and part of the reason was that we did not recognize ourselves as a regional leader. She said it was really clear that the County had a lot of responsibility that was broad based. She stated our responsibilities impacted things going on in the City of Reno as well as the City of Sparks. She said we needed to step forward and take on that regional leadership role as we moved into the new world of economic development growth. She suggested not numbering the strategic objectives because they all held equal importance.

Commissioner Hartung said he was having a hard time taking out sustainability due to it being a byproduct of being a good steward. Chair Berkbigler suggested rewording it to say, "Stewardship of financial and natural resources leads to sustainability."

Ms. Olsen said she was clear the first strategic objective would contain stewardship and sustainability, and she asked if the Board wanted to include infrastructure. Commissioner Hartung felt it was important to recognize that natural resources went hand-in-hand with infrastructure, and that the Board was aware that our infrastructure was the basis for our community. He said the Sheriff's Office and the County process were a part of our infrastructure, as were roads and facilities, which all played back into managing our resources.

Commissioner Jung said when she thought of infrastructure, she thought of safe, secure and healthy communities. She believed everyone agreed the capital improvements needed to be done because, if they were not done, they would cost that much more later. She stated she was not sure infrastructure needed to be called out. She said the plan needed to be done, and then the Board needed to fund the plan as much as it had the bandwidth to do so. Commissioner Lucey felt infrastructure was encompassed in a number of the issues brought up. Commissioner Hartung felt the strategic objectives needed to be articulated to the community so people would be aware of what the Commission was about. Ms. Olsen said she needed to know what was important.

Commissioner Hartung said the Board might make assumptions about unsaid things, but would someone off the street have the same feeling when they read the strategic objectives if infrastructure was not written as part of the statement. Chair Berkbigler said infrastructure was also the parks, and every Commissioner was routinely contacted about something wrong at one of the parks in their district. She felt the infrastructure needed to stay as part of the strategic objective.

Ms. Olsen said the only other modification was the idea of the fourth objective into regional and community leadership. She felt the rest of the objectives were clear to her.

Commissioner Hartung asked how the strategic objectives being coequal values could be articulated to someone. He said the point had been made that the County could do nothing without its workforce, and there was no hierarchy in the objectives. Chair Berkbigler agreed. Ms. Olsen suggested coming back to the Board with a solution.

Dr. Clark suggested each strategic objective be no longer than four words. Commissioner Lucey agreed less was more.

Ms. Olsen said the last item to be discussed today would be to tie all of the different priorities and ideas to the budget and next week, action plans would be built based on the direction provided. She asked the Commissioners to indicate the top three priorities they would like to see the organization focus on as we moved into the budget process by placing one of their three dots next to the item on the wall. She stated she was not looking to prioritize the strategic objectives, but to prioritize the next level down, which would create the goals. She said just because something did not rise to the top today did not mean it was not important. She stated she was looking for the Commissioner's top three immediate-term priorities. Mr. Slaughter said even though the Commissioners indicated their top three, none of them would go away.

Commissioner Hartung said fire should be under Sheriff's patrol and community safety. Commissioner Jung stated fire was not a General Fund obligation and this was the Board of County Commissioner's Strategic Plan. She felt there needed to be a Fire Strategic Plan as well.

Ms. Olsen said "Stewardship of financial and natural resources" received no indication. Under "Economic Development," Commissioner Lucey and Commissioner Jung put a dot under being responsive to Tesla. Commissioner Lucey said more businesses would be coming to the area to supplement Tesla and we needed to be ready to accommodate them. Commissioner Jung said this region had been very reactive instead of proactive. She stated we needed to be five steps ahead of the anticipated growth so there would be no unsustainable sprawl, unnecessary traffic miles, and so on. She believed the growth could be managed in a way that improved the quality of life. Commissioner Lucey said if this was done right, it would promote the County as being a leader within the community, the State, and the region. He stated this crossed the lines

between economic development and stewardship of the financial resources and infrastructure.

Ms. Olsen said under, "Safe, secure, and healthy communities," Commissioner Hartung put a dot under, "keeping pace with the rising senior population." Commissioner Hartung said sadly that issue might dwarf many things on the board in a few years. Commissioner Hartung and Commissioner Herman put a dot under, "Sheriff's patrol and community safety." Commissioner Hartung said that was a huge deal, because when a community was considered safe, it attracted people and businesses to the area. Commissioner Herman also put a dot under, "Sheriff's patrol and community safety."

Ms. Olsen said, "Regional and community leadership," was not chosen to be, "Rebuild better relationships with regional and state partners to deal with tax and other issues." She stated everyone but Commissioner Jung put a dot under that topic. Commissioner Jung said she put a dot under medical marijuana. She said the Board had to continue to be a leader to ensure the impact of medical marijuana was positive and that we recouped some of the costs at the legislative level that were not being recouped presently. She stated that might allow us to increase library hours and restore our parks.

Ms. Olsen said Chair Berkbigler and Commissioner Herman put dots under, "Focus on working and presenting our County as a unified team." Commissioner Jung said she used her third dot for that because she felt it would help us focus and keep us mindful that the budget was flat and we were not flush with cash. She said it would help staff understand where they fit and what they would get. She stated that was not meant to sound adversarial, because we were all in this boat together. She said there had to be that connection or we would put the book away and we would never look at this again. She said if that happened, she would never come to another strategic planning meeting again, because there was a huge amount of tax dollars sitting here right now.

Ms. Olsen said Chair Berkbigler and Commissioner Lucey each put a dot under, "Create streamlined departments." Chair Berkbigler said she put that there because she felt the departments were currently fairly streamlined and concise, but she felt certain areas could be improved. She felt that would help improve customer service, which was an area where there had been some issues in the past year. She felt one of the ways to improve customer service was to make sure the departments were clear on what their guidelines were. She said she agreed with Commissioner Jung that "Prioritizing our resources by linking our budget to our strategy" was also key.

Commissioner Jung said her vision as we were coming out of the recession was our staff needed to do a little more. She believed public servants should be winning hearts and minds everywhere they went, and she wanted an employee base that was there to service the public. She felt some people were attracted to this field because they liked to tell people no, but she did not want those employees any more. She believed we should hire people that were customer oriented and realized who they really worked for, which was the taxpayer. She stated if they had to say no, they could say they would get the answer, even if it was not the answer the person wanted, and then they could tell

the person what they could do next. She said instead the person just had the door slammed in their face. She stated she wanted to hear people say Washoe County employees treated them like they should. She said she really wanted that mindset, which had been lost because people were worked until they were angry. She stated there were high sick leave and cancer levels, which she believed was due to the stress. She felt this was the point where the County should become a kinder, gentler, and softer place. She mentioned sometimes she walked through the complex and wondered if there was a dress code. She believed people behaved differently when they were dressed nicer. She said the employees were part of the County's reputation, and there was a morale and culture issue that needed to be turned around.

Chair Berkbigler said Commissioner Jung made some valid points. She said the County already ran a very tight ship and, by streamlining departments, she did not mean cutting employees.

Commissioner Lucey said "Prioritizing our resources by linking our budget to our strategy" should not be a goal, but should be law and should be focused on day-in and day-out. He stated culture was huge because, if the employees were happy, the customers were happy. He said large companies that focused on their employees grew faster than their counterparts who did not. He agreed streamlining did not necessarily mean taking away, but meant being efficient with what we had. He said it was also about what the Commissioners, the County Manager and the Assistant County Managers could do to help the Department Heads create a positive mindset. He stated employees would not want to work for people they felt did not care for them.

Commissioner Hartung said Commissioner Jung and Commissioner Lucey both made good points. He stated regarding coming from the point where the employees said "yes we can help you," sometimes we did not give them the tools to say "yes we can." He said policies were created that were so dogmatic that there was no way to get around the policy. He stated he was pleased when some of the managers, especially in Community Services, were given the ability to override a policy if it made no sense. He said more of that capability needed to be given if we wanted to come from more of a "yes" position.

Commissioner Jung said when staff ran into those situations, they should tell the Department Head there needed to be some policy changes. She stated when someone very upset called her and mentioned a person by name, the system was not working. She said there had to be a way for staff to provide recommendations for policy changes.

Ms. Olsen said she felt she had been provided with clear direction, and she hoped it was a good representation about what was on everyone's mind. She said the immediate priorities would come back to the Board as part of the budget process and the rest would be mapped out. She asked the Department Heads to remember this conversation and its intent for next week, because that would be very helpful.

Mr. Rogers thanked everyone for their participation. He felt they provided some great information, which would be a great stepping stone for next Wednesday's meeting with the Department Heads.

Mr. Slaughter thanked the staff who put this session together, which was a tremendous effort.

There was no public comment on this item.

15-0016 AGENDA ITEM 8

Agenda Subject: "Public Comment. Comment heard under this item will be limited to three minutes per person and may pertain to matters both on and off the Commission agenda. The Commission will also hear public comment during individual action items, with comment limited to three minutes per person. Comments are to be made to the Commission as a whole."

There was no public comment.

* * * * *

4:30 p.m. There being no further business to discuss, the meeting was adjourned without objection.

ATTEST:

MARSHA BERKBIGLER, Chair
Washoe County Commission

NANCY PARENT, County Clerk and
Clerk of the Board of County Commissioners

Minutes Prepared by:
Jan Frazzetta, Deputy County Clerk